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15 OCT 1986

MEMORANDUM FOR: Executive Director

FROM: Richard J. Kerr
Deputy Director for Intelligence

SUBJECT: Agency Priorities, FY89-93

REFERENCE: Your memo, dtd 27 Aug 86, Subject: Fall
Conference on Agency Priorities

1. This memorandum discusses a selection of major substantive and managerial issues that, in the view of the DI, are likely to concern more than one directorate in FY89-93 or force a significant change in the way we do business in our own directorate. In either case, we expect that the solutions will generate a significant demand for new resources. [REDACTED]

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2. Soviet Forces and Arms Control. The toughest analytic problem the DI and other Intelligence Community components are likely to face in the coming several years will be to monitor the Soviets' efforts to maintain their strategic position vis-a-vis the US while overhauling their economy and military industrial base. [REDACTED]

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SUBJECT: Agency Priorities, FY89-93

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4. Information Storage, Computing Power, and Communications. Enhanced collection activities will also require vastly increased data storage capacity. We already are facing shortages in electronic storage media and need to exploit alternatives such as the optical disk. During the past few years, the DI has hired quality personnel to perform analysis and is providing them a basic SAFE system. Now we must provide them with the additional computing power to make the most of their talents and to deal with the newly available quantities and qualities of information. Specifically, we need to see major improvements in mainframe capacity, system reliability, workstation capabilities, communications networks, text processing, and computer training. [REDACTED]

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5. Electronic Dissemination. This concept was born of a need both to improve the security of DI publications and to provide more timely support to CIA's consumers. It starts as a new initiative in the FY89 Program and is likely to take four years [REDACTED] to bring on line. Moreover, its operation will be costly not only in terms of dollars but in the way in which it is likely to change the way we work in the DI. For example, an extension of normal working hours will be necessary in several Offices. Nevertheless, we believe electronic dissemination is essential if the Agency is to remain responsive, as well as secure, in serving the nation's policymakers. [REDACTED]

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6. Integration of DO/DI Automated Information Systems. The new Combined Terrorist Center is but one example of increased cooperation between the DO and the DI. As analysts and case officers work more closely together, they will increasingly rely

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SUBJECT: Agency Priorities, FY89-93

on ADP systems to exchange information, evaluate its reliability, and develop new requirements. These trends will work for closer hardware-software linkages which, in turn, will demand more inter-directorate planning for ADP equipment and services. While recognizing that the D0 will have continuing security requirements that will limit the integration of D0/DI assets, we should begin planning for the melding of their ADP systems and for the substantial costs this will entail in SAFE and other areas. [REDACTED]

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8. Employee Compensation. Perhaps the most difficult challenge facing all of the directorates is to find the means to recruit, train, and retain the high quality professional and support personnel that will be required to deal with the diversity and intensity of the workload likely to prevail in the nineties. Those means must include the pay, benefits, working environment, ADP equipment, and personnel support systems necessary to keep CIA competitive with the private sector. Such a package will place unprecedented demands on the federal compensation system as well as on us--despite a new building at

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SUBJECT: Agency Priorities, FY89-93

Headquarters and the prospect of a [] campus--to upgrade the second class working conditions we offer. We have relied on patriotism and the mystique of CIA employment to keep our ranks filled and, no doubt, they will still help our cause. But the DI, for one, is not going to be able to hire the kind of talent we must have--particularly in the fields of engineering, computer programming, econometrics, and methodologies--so long as federal employment is held up to ridicule and the compensation we offer tends to confirm the propaganda. []


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9. Trade-offs. Not surprisingly, our suggestions for reducing current activities to free up resources for the issues described above are limited. We may realize some gains by cutting back our external contracting in the [] areas where the need is less critical than in weapons analysis. Other opportunities for reduction may lie in organizational consolidation, e.g., folding the NIC Analytic Group back into the DI Offices and eliminating redundancy in CIA and IC Committees. We also should explore the future of SAFE as a joint CIA/DIA project, particularly with respect to its resource implications and the need for integration of the ADP systems of the DO and the DI. Adoption of these measures, however, would provide only a fraction of the funds required to solve the problems we know we will face. []

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 Richard J. Kerr

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Central Intelligence Agency
Office of the Deputy Director for Intelligence

28 August 1986

NOTE FOR: Office Directors
Staff Chiefs

Dick or I will attend this conference
in October. Please provide
by October 1st, any ideas you may have on
priorities we should emphasize in the
89-93 outyears.

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John L. Helgeson
Associate Deputy Director
for Intelligence

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Attachment:
ExDir Memo

Submission to Jane: 1 Oct
DDI to ExDIR 15 Oct

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DOL - 04001X-96

27 AUG 1986

MEMORANDUM FOR: Deputy Director for Administration
Deputy Director for Intelligence
Deputy Director for Operations
Deputy Director for Science and Technology

FROM:

[redacted]
Executive Director

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SUBJECT: Fall Conference on Agency Priorities

1. I want to build on the progress that we made at our June conference on the 1988-92 budget by holding a short conference [redacted] on October 21-22 to discuss what priorities we should emphasize in developing the 1989-93 program. Such a session will provide me with your best collective counsel on what I should emphasize in the program guidance that will be issued in November. [redacted]

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2. Program guidance is often of little use in deciding what to include in the budget that we show to OMB, the IC Staff, and Congress. This will always be the case to some extent, since we write guidance in general terms to encourage initiatives in selected areas while not foreclosing the opportunity for anyone in the Agency to present genuinely good ideas in areas that none of us has identified in advance. Notably missing from the present way of preparing and issuing guidance, however, is the development of a collective commitment to a set of priorities that we should pursue, together with some cross-directorate understanding of the implications of these priorities for our other resource needs. [redacted]

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3. To move us further toward prior agreement on where we want to concentrate use of our new resources, I would like each of you to prepare by 15 October a brief statement of your views of Agency and directorate concerns that need significant new resources. Specifically, you should focus on new things that we are not now doing as well as activities now underway which you believe should grow substantially, either because of an opportunity or a problem. Your statement should also discuss activities that might be consolidated or eliminated to free up resources for higher-priority requirements. We will exchange these statements, which will provide our point of departure for discussions, prior to the conference so that each of you and the Comptroller can consider them in depth. The conference would then have three basic [redacted]

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SUBJECT: Fall Conference on Agency Priorities

- A general statement from the Comptroller to update everyone on the outlook for various aspects of the FY 1987 and FY 1988-92 programs and on the outlook for FY 1989-93 fiscal guidance. As one aspect of this presentation, the Comptroller will look at how our program is stacking up against the priorities that we signed up to in June.
- A brief (20-30 minutes) presentation by each of you about ways in which additional resources should be concentrated in the Agency and in your directorate and on areas that could be consolidated or eliminated to free up resources for new initiatives. Again, let us be specific. We need to talk about major problems needing solutions or important opportunities/issues needing attention. This would be followed by 30-40 minutes of discussion on each presentation so that we can develop an understanding of the urgency of these requirements and their implications for the Agency and each of the other directorates. At the end of this, I would hope that we have developed some feel for the relative priority (in terms of urgency and potential payoff) of satisfying the various requirements.
- A summary of the results of these presentations by the Comptroller to make explicit a "priorities strawman" to foster further discussion. Ideally, out of this discussion would come a finite list of items that we agree must be done, together with some notion of how much we can reasonably expect to invest in each area. [REDACTED]

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4. I will issue guidance for the 1989-93 budget cycle based on these discussions. Thus, your thoughtful and candid participation will be essential to insure a successful outcome. [REDACTED]

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